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THE
SHINGO
PRIZE
for OPERATIONAL
EXCELLENCE



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PRIZE

for OPERATIONAL
EXCELLENCE

Shigeo Shingo



*1988 Honorary Doctorate, Utah State University
January 8, 1909 – November 14, 1990*

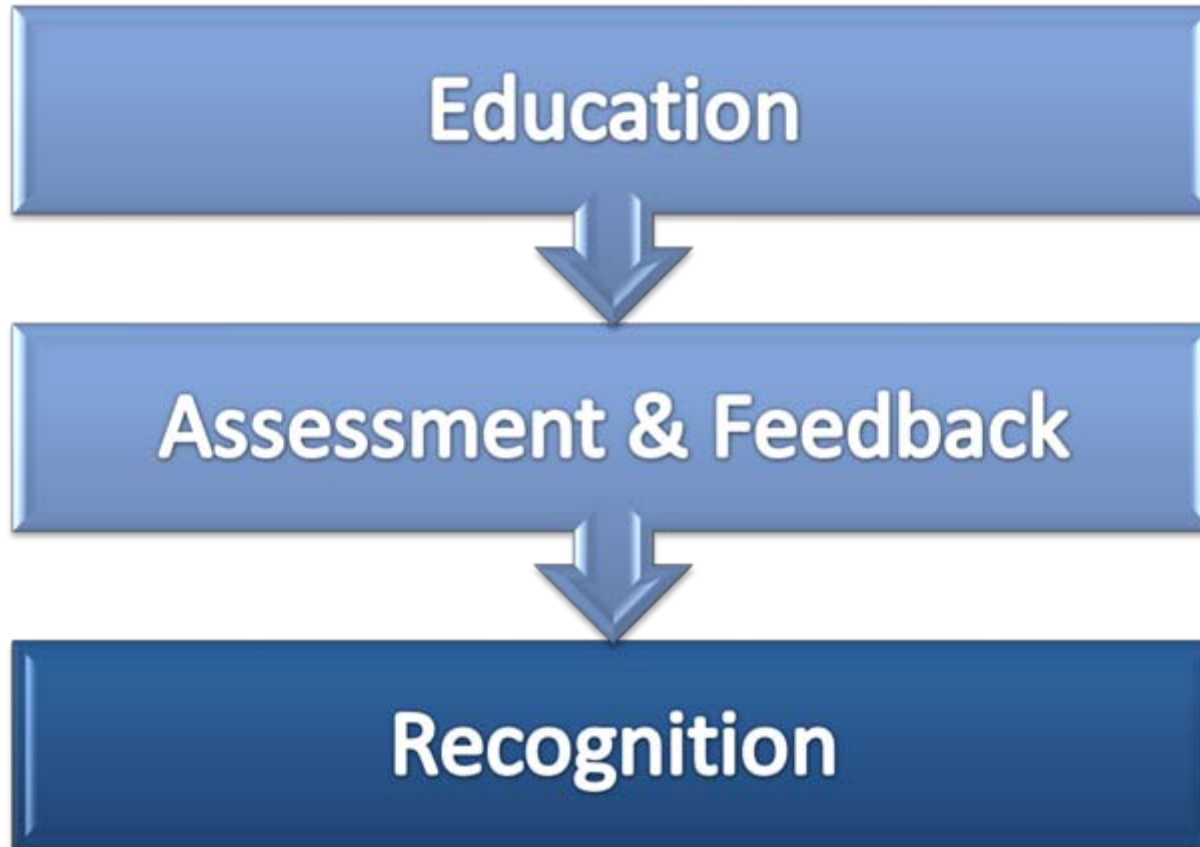


The Shingo Prize ... Recognition Roots!





Shingo Prize Core Value Streams





Scope of The Shingo Prize



Business Sector/Public Sector

- *20 Years*
- *Extends to Services*
- *Extends to International*
- *Bronze-Silver Medallions*



Research Prize

- *Books*
- *Published Articles*
- *Innovative/Training/Development*

I. The Shingo Prize

b. About the Organization

ii. The Award

Dimensions

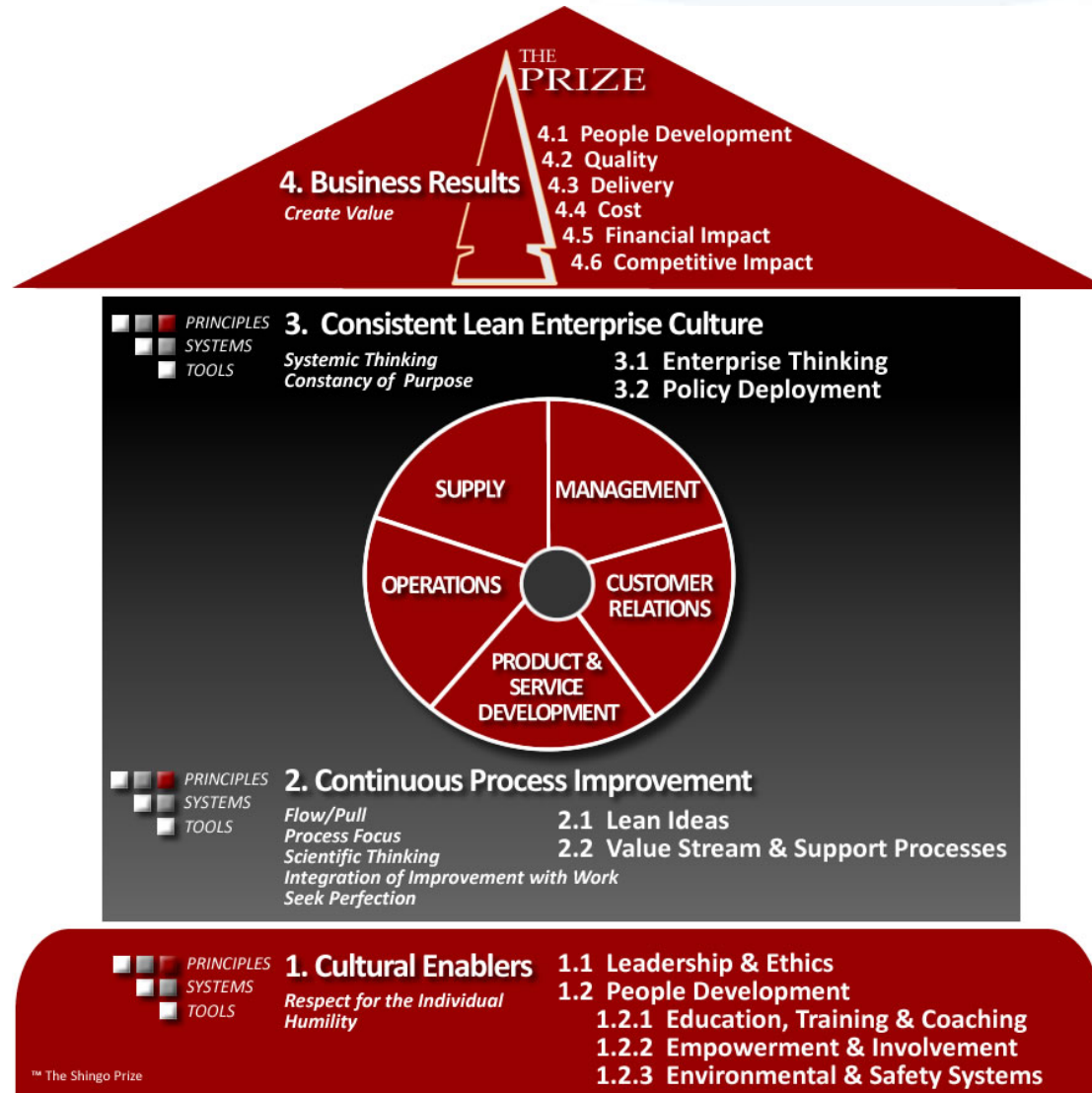
- Cultural Enablers
- Continuous Process Improvement
- Consistent Lean Enterprise Culture
- Business Results

Levels of Transformation

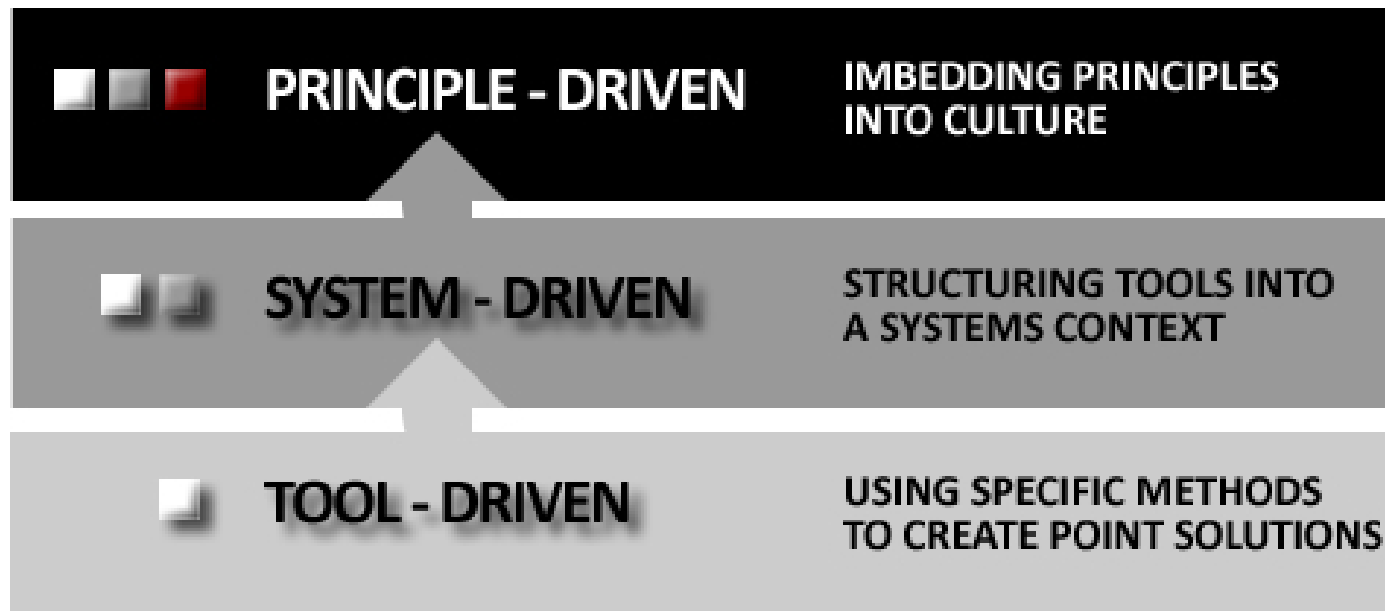
- Tools & Techniques Focus
- Systems Focus
- Principles Focus

Business processes

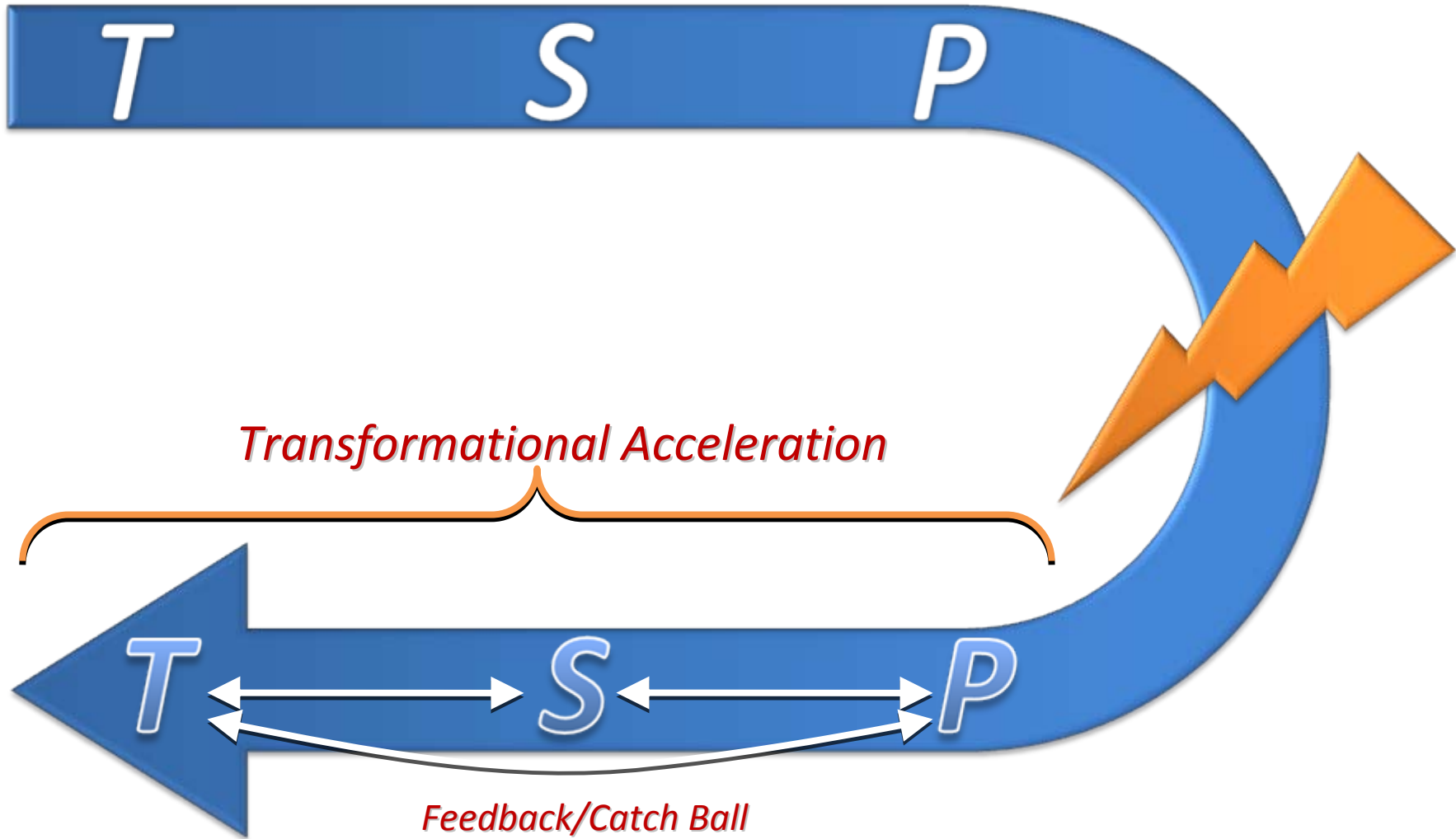
- Product/Service Development
- Customer Relations
- Operations
- Supply
- Management



Application of the model — *like real transformation* — is not a sequential, well-cadenced progression throughout a company.



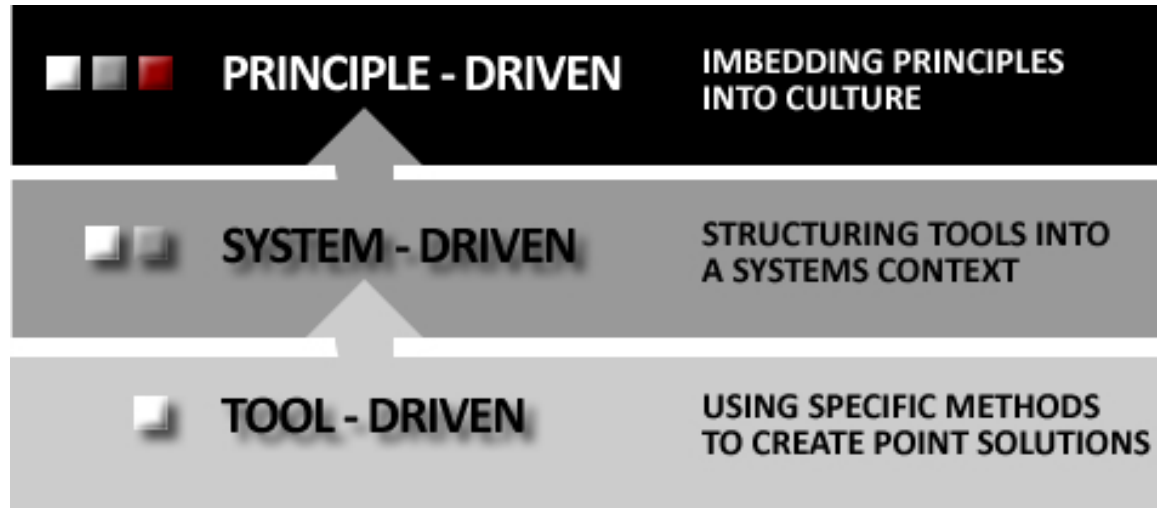
Real World Scenario



LEADERS

MANAGERS

EMPLOYEES





Principles Dispel Lean Paradox

- Jidoka. Stop production so that production *never has to stop*.
- Standards change *all the time*.
- One at a time production is *more effective* than batch production.
- Don't make something unless a customer has *ordered it*.
- Team members, not industrial engineers, develop standardized work.
- Seek perfection, *even though we know we will never achieve it*.

II. The Shingo Prize Model

- a. Levels of Transformation
- iii. Principles Driven

COMPARISON/ COMPETITIVE ADVANTAGE?



WHAT IS THE DIFFERENCE?

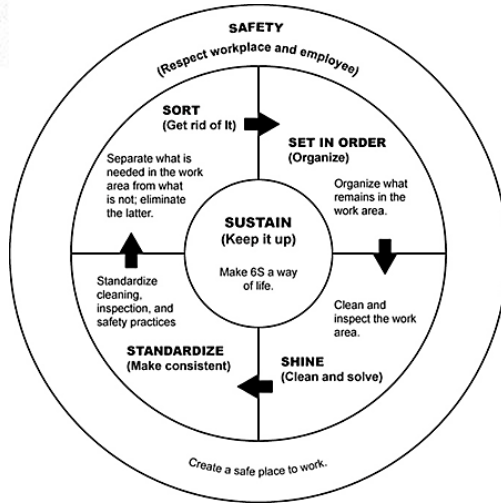
THE PERFECT SYSTEM...

*can not be designed into its work
from the start...no brain trust
could ever figure out in advance
all the little things that could go
wrong.*

Principle focused System

- 1. Specifying Design to Capture Existing Knowledge and Building in capacity to **detect** failures/problems*
- 2. **Swarming** and Solving Problems to Build New Knowledge*
- 3. **Sharing** New Knowledge **throughout** the Organization*
- 4. Leading by **Developing***
- 5. Principles/Beliefs **align & drive** the systems*

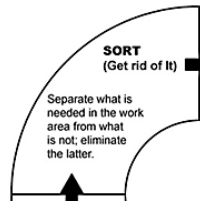
5S



SYSTEM

A system is an organized collection of parts (or subsystems) that are *highly integrated* to accomplish an overall *goal* or defined *objective*.

SORT



SUB-SYSTEM

The separate but *related* parts that make up the total system.



TOOL

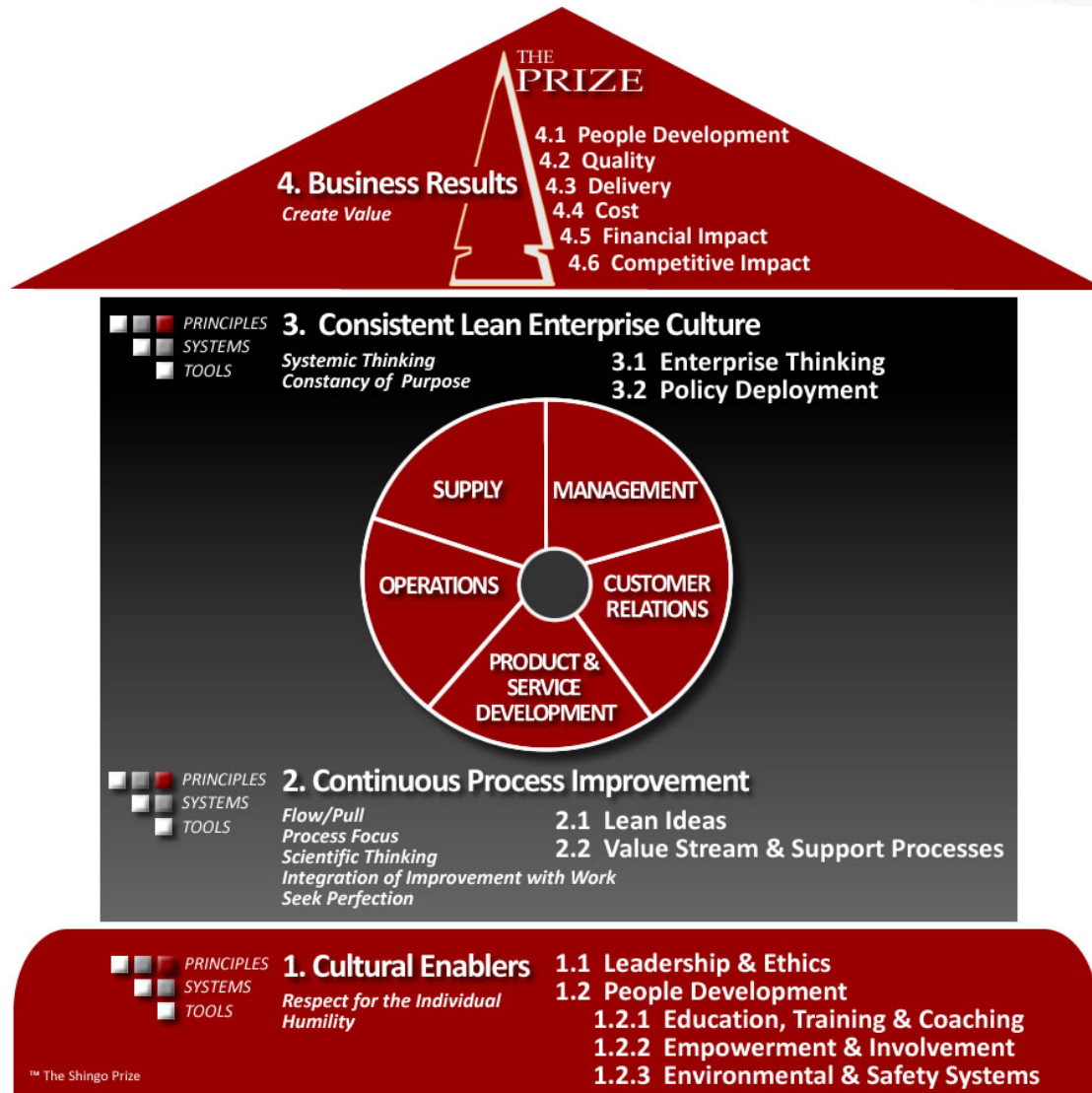
A device or process that aids in accomplishing a *task*. A point solution.

Tool Driven

- Event based: one-time, or infrequent tool based events with little or no sustaining
 - 5S event, Kaizen event, Value Stream Map with no connection to action, install Andon lights, implement Kanban cards (and stop).



TOOLS / TECHNIQUES



II. The Shingo Prize Model

b. Model Structure



PRINCIPLES
SYSTEMS
TOOLS

1. Cultural Enablers

*Respect for the Individual
Humility*

1.1 Leadership & Ethics

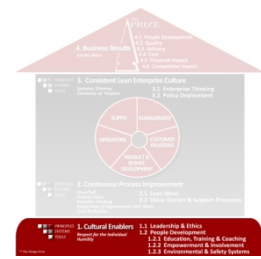
1.2 People Development

1.2.1 Education, Training & Coaching

1.2.2 Empowerment & Involvement

1.2.3 Environmental & Safety Systems

™ The Shingo Prize



Dimension 1: Cultural Enablers

• Principles

➤ *Sub-Principles*

- **Respect for the Individual**
 - *Empowerment & Involvement*
 - *Education, Training & Mentoring*
 - *Safety IS First!*
- **Humility**
 - *Trust*
 - *Long-Term Relationships*



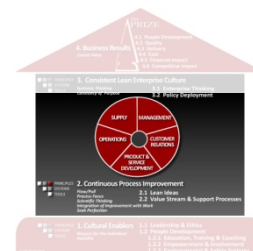


2. Continuous Process Improvement

Flow/Pull
Process Focus
Scientific Thinking
Integration of Improvement with Work
Seek Perfection

2.1 Lean Ideas

2.2 Value Stream & Support Processes



Dimension 2: Continuous Process Improvement

• Principles

➤ *Sub-Principles*

• Flow / Pull

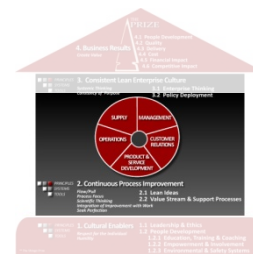
- *Standardization*
- *Stability*
- *Jidoka*

• Process Focus

- *Connect & Align Work*

• Scientific Thinking

- *Identify & Eliminate Waste*
- *Direct Observation*
- *Data Driven*

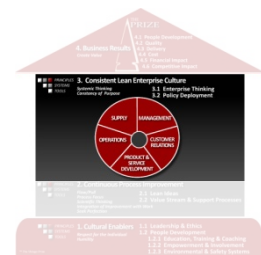


- PRINCIPLES
- SYSTEMS
- TOOLS

3. Consistent Lean Enterprise Culture

Systemic Thinking
Constancy of Purpose

- 3.1 Enterprise Thinking
- 3.2 Policy Deployment



Dimension 3: Consistent Lean Enterprise Culture



• Principles

➤ *Sub-Principles*

• Constancy of Purpose

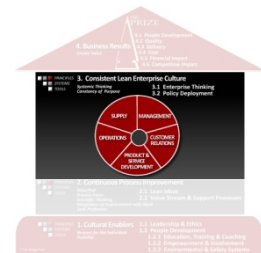
- *Enterprise Thinking*
- *Strategic Alignment of Work/Mgmt. Systems*
- *Social Responsibility*

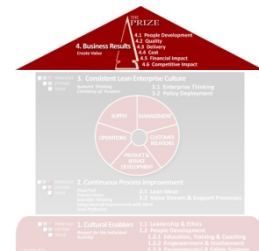
• Systemic Thinking

- *Holistic Thinking*
- *Dynamic Thinking*
- *Closed-Loop Thinking*
- *Daily Management*

• Seek Perfection

- *Relentless Continuous Improvement*
- *Simplicity*







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WARNING: BE CAREFUL WHAT YOU MEASURE...



...THIS ALSO DRIVES BEHAVIOR!

T

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P

Alignment of TSP =

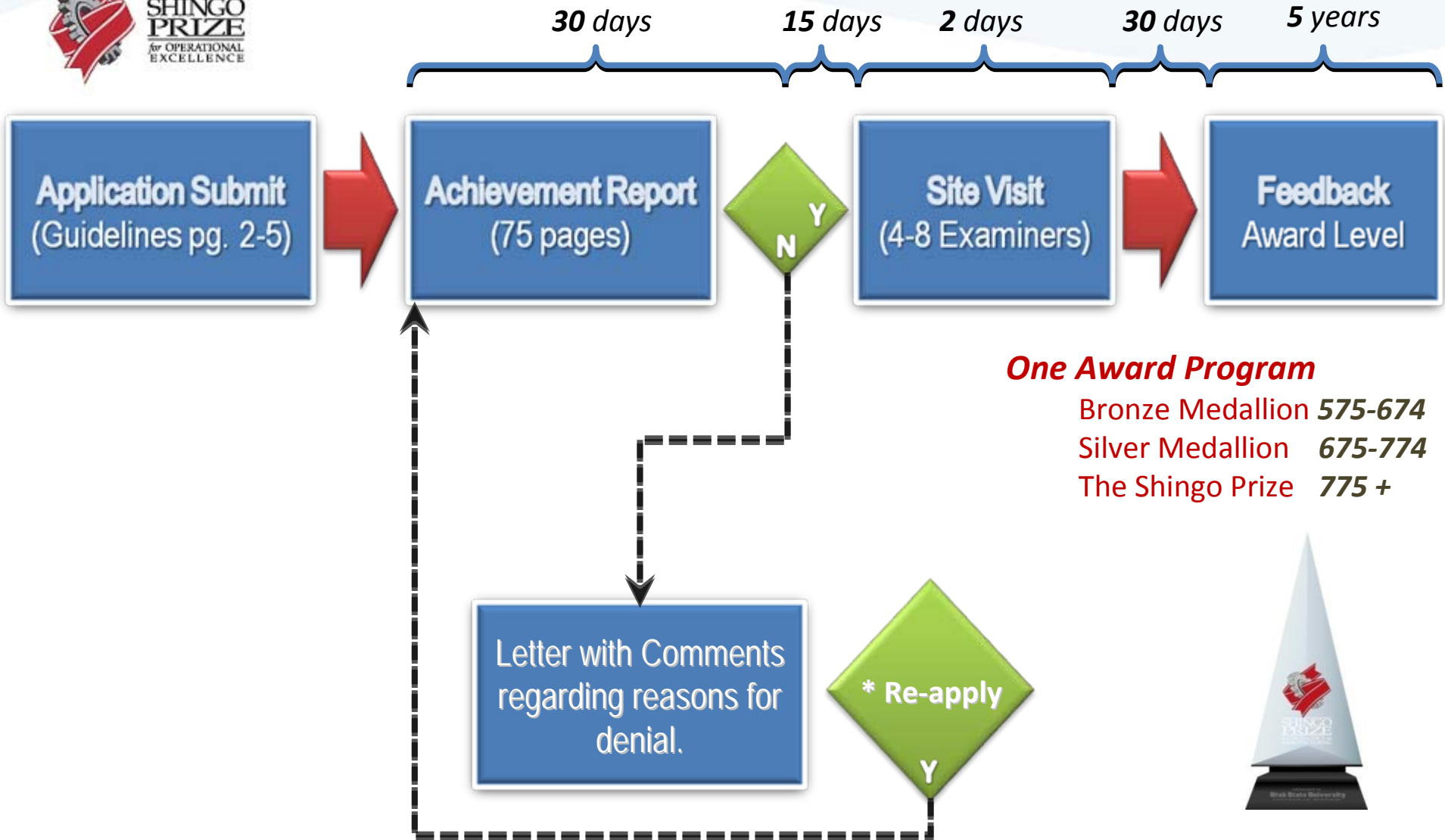


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One Award Program

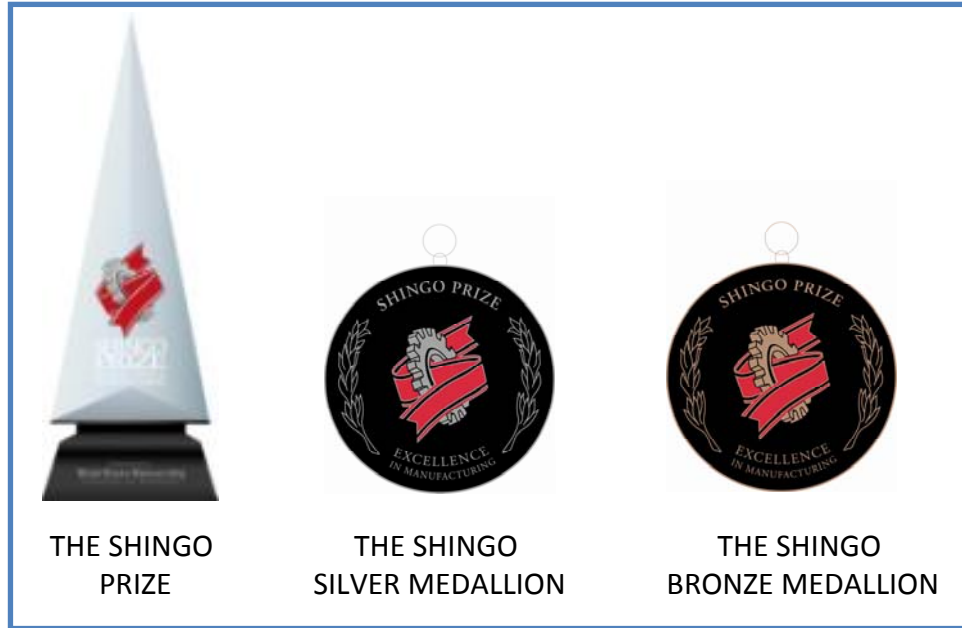
- Bronze Medallion 575-674
- Silver Medallion 675-774
- The Shingo Prize 775 +



** May re-apply **ONE** additional time within the year from the date the achievement report was received by Shingo Prize office*

Recognition Levels - *One Award Program*

Bronze Medallion *575-674*
Silver Medallion *675-774*
The Shingo Prize *775 and above*



AWARD ALIGNMENT





How do I Get Involved?

- You've already taken the first step
- On-line education through Shingoprize.org
- Courses through The Manufacturing Institute
- Shingo 101 (classroom)
- If experienced could become an examiner
- Many great books and authors
- Introduce Lean Principles and engage your leaders



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